
The **5** Faces of Program/Project Management



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Agenda

- Introductions: Who Are We?
- What's In It For You?
- Our Game Plan x 5
 - Who Am I?
 - **FACE** Tips
 - Your Turn
- Wait a minute...what's this on my chair?
- Q & A

FACE Tips

F Frequency

A Actionable

C Communication

E Energy

The **5** Faces

- The Lobbyist
- The Firefighter
- The Cheerleader
- The Bouncer
- The Fortune Teller



1st Face



I am:



- Smooth- talking
- Influential
- Focused on my end game
- Able to grasp the details
- Planning for objections at the table
- Good at sales pitches
- OK with checking my ego at the door

The LOBBYIST

- A **lobbyist** is someone who can persuade senior level executives to support a specific program, project, or roadmap.



FACE Tips

A Actionable

- Before attending a meeting, just as you prepare to know your program/project details, you should know your audience and know what their specific drivers are.
"What's in it for them?"

C Communication

- Use the 'right' level of language to present metrics and financial information. Know what the ROI is, know the objections, have an idea where the funding is coming from, and leverage old successes.

Your turn

- ❑ You already have your Program established, approved, financed and...
- ❑ Projects are in-flight, varying stages, and...
- ❑ You get a new CIO who immediately requires you to cut your overall programs budget by 20%...



What
would
YOU
DO

2nd Face



I Know How To:



- Be agile
- Make fast decisions
- Balance multiple priorities
- Ignore the noise
- Escalate appropriately
- Focus – 'Be Here Now'
- Articulate clearly
- Communicate frequently

The FIREFIGHTER

- ❑ A person whose job it is to extinguish fires
- ❑ Metaphorically, "firefighting" is dealing with urgent, critical issues in business



FACE Tips

F Frequency

- Be aware and look for trends. Do you perform Problem Management? Do you address performance issues in a timely manner? Do you look for 'true' root cause; think of the '5 Whys'

C Communication

- Clearly articulate the problem statement for varying levels of audience. Be aware of tone and cadence.

Your turn

- You already have your Program established, approved, financed and...
- You find out your PM failed to get a Legal review of your Vendor contract...
- You've rejected the other vendors, plus
- Your PM has done this before



What
would
YOU
DO

3rd Face



I Demonstrate:



- Energy
- Approachability
- Relationship building
- Optimism and Positivity
- Laser focus
- An ability to break down barriers
- Inspiration

The Cheerleader

- ❑ An enthusiastic and vocal supporter of a person, program, project, or initiative in the workplace.



FACE Tips

E Energy

- Always be open and receiving, never shoot the messenger

F Frequency

- Do this repeatedly. Cycle, Rinse, and Repeat; varying on the audience, message, and/or vehicle. Remember to use proxies.

Your Turn

- ❑ There is a high likelihood of failure with one of the triple constraints, most likely with schedule...
- ❑ Two teams are blaming each other for the delay, plus
- ❑ Your boss doesn't like to hear bad news.



4th Face



I Know When To:



- Ignore red herrings
- Embrace conflict
- 'Just Say No' (with respect)
- Modulate my tone of communication
- Follow through
- Commit to the decision
- Be consistent

The Bouncer



- ❑ A person who prevents troublemakers from causing chaos
- ❑ The duty of a bouncer is to monitor and ensure things stay in control. The goal should be to see that things are on track with everyone doing their part, within established limits.
- ❑ The best bouncers are personable, friendly and can talk to people without appearing threatening or intimidating. The best bouncers don't bounce anyone...they talk to people..

FACE Tips

A Actionable

- Don't wait to say 'No'

C Communication

- Give an honest reason for rejection; one that you and others can support

Your Turn

- You tell us...
- When have you had to say 'No'?
- Tell us one tip that made you effective?



5th Face



I Embrace:



- The company and culture
- Links to unrelated events
- Verbal and non-verbal cues
- Strong connections across the enterprise
- Trends
- Story telling
- Building a better future

The Fortune Teller

- ❑ A person who is able to predict the future
- ❑ A person with the ability to read the currents of emotions and political realities in groups or in an organization



FACE Tips

A Actionable

- Understand the value of personality assessments.
Look to find the right sponsor or counselor

F Frequency

- Develop (via lots of practice) the ability to spot patterns and recognize trends

Your Turn

- You are scheduled to pitch at the Capital Expenditure (Cap-Ex) meeting
- One of your candidate programs has been previously rejected...and
- Your audience has not changed



Wrap-Up

- ❑ It is rare to be skilled in all 5 faces
- ❑ Not all faces come naturally
- ❑ Know yourself and focus on areas that will help you strengthen your approach to develop your personal skills in each area
- ❑ Leverage 360° evaluation feedback process to determine perceived strengths and weaknesses



Q&A

Appendix

The Lobbyist - Signs of Overuse

- ❑ Doesn't take time to build relationships
- ❑ Jumps right into the "sell"
- ❑ Assumes everyone is caught up and at the same level of knowledge
- ❑ Can come across as phony or artificial

The Firefighter - Signs of Overuse

- ❑ May 'miss' easy steps in the process
- ❑ May overlook alternative paths or solutions
- ❑ May not seek other's opinions
- ❑ May have too many competing priorities and not seek assistance

The Cheerleader - Signs of Overuse

- ❑ May not be seen as taking things serious enough
- ❑ May seen to be 'Pollyannaish'
- ❑ May hover
- ❑ May seem to be spending more time on relationship building and less on addressing concerns

The Bouncer - Signs of Overuse

- ❑ May be seen as a 'micro-manager'
- ❑ May spend too much time and energy questioning others and potentially delay timelines
- ❑ May be the instigator of conflict
- ❑ Can become harsh and too severe

The Fortune Teller - Signs of Overuse

- ❑ May be seen as working less and socializing more
- ❑ Can come across as caring more for the company than the people
- ❑ Can focus on 'I told you so' moments
- ❑ Wants to be involved in too many aspects of project